

ALL-Ready Project Deliverable 3.1



ALL-Ready – The European Agroecology
Living Lab and Research Infrastructure Network: preparation phase

Stakeholder engagement plan

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List of abbreviations

| | |
|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| AE | Agroecology |
| AE4EU | Agroecology for Europe (CSA) |
| AKIS | Agriculture Knowledge and Innovation Systems |
| CSA | Coordination and Support Action |
| DiverIMPACTS | Diversification through Rotation, Intercropping, Multiple Cropping, Promoted with Actors and value-Chains towards Sustainability (European project) |
| DG Agri | Directorate-General for Agriculture and Rural Development |
| EAB | External Advisory Board |
| EC | European Commission |
| LL | Living Lab |
| NCP | National Contact Point |
| NGO | Non-governmental organisation |
| OIA | Open innovation arrangement |
| RI | Research Infrastructure |
| ROADMAP | Rethinking of Antimicrobial Decision-systems in the Management of Animal Production (European project) |
| SCAR | Standing committee on agricultural research |
| SWG | Strategic Working Group |
| UNISCEO | Understanding and improving the sustainability of agro-ecological farming systems in the EU (European project) |
| WP | Work package |

Introduction

ALL-Ready (Grant Agreement Number 101000349) is a Coordination and Support Action (CSA) funded by the European Commission (EC) with the aim of preparing a framework for a future European network of Living Labs (LL) and Research Infrastructures (RI) that will support agroecology transition throughout Europe. Based on the premise that agroecology can strengthen the sustainability and resilience of farming systems, this network will contribute to addressing the multiple challenges that farming systems are facing today including climate change, loss of biodiversity and degradation of soil and water quality. As described in D1.1 (Mambrini-Doudet et al., 2021), the network would promote transdisciplinary, highly participatory, inclusive and coordinated experimentation in real life settings, ensure knowledge exchange at EU level, and the delivery of series of long-term data on ecological processes applied to agriculture in diverse conditions across the EU. It would support farmers – at farm, landscape and regional level - in understanding and implementing agroecological practices at the scale needed for significant positive economic, environmental and social impact.

Since ALL-Ready prepares the framework for this future European network as a community of agroecology LLs and RIs, the 'LL' approach is integrated in the project by relying on multi-stakeholder engagement during all WPs. WP3 is responsible for the overall coordination of stakeholder engagement during the ALL-Ready project. Involving stakeholders from the start of the process of preparing the future network in Europe will ensure that it will satisfy stakeholder's needs and is built upon their experiences, knowledge and motivation. The objective of the stakeholder engagement plan is to guarantee a coordination and alignment of stakeholder engagement during the activities of the other work packages.

This document outlines detailed information on stakeholder engagement activities within the ALL-Ready project. In what follows, the importance of a bottom-up approach in preparing a framework for a future European network of LL/RI for Agroecology transition will be elaborated, taking into account the challenges when engaging a diversity of stakeholders (chapter 1). In the second part, an overview of stakeholder groups that will be engaged along the process will be provided. For each of these stakeholder groups, it is described how they might be affected by this network and how they can contribute to its development. Based on this, a draft stakeholder engagement plan is provided at the end of chapter 2, which is mainly derived from the different activities described in the project proposal. However, as stakeholder engagement is something that cannot be fixed in advance, the actual process of involvement will be described in detail in a final chapter 3. This part of the document is a living document and will be updated yearly and complemented with new information along the process.

1. Bottom-up approach for a European-wide network of LLs and RIs on agroecology:

1.1 Stakeholder engagement as a key prerequisite

The overall goal of the project is to develop a framework for a future European network of LLs and RIs to support the transition to agroecology.

RIs are open research facilities for experimentation at different scales (plot, farm, landscape level and networks). They are expected to contribute to bringing of corpus of knowledge for agroecology transition and are expected to have a central role in education, in providing data to stakeholders, and provide services in an open science vision (D1.1: Mambrini-Doudet at al., 2021).

LLs can be defined as practice-driven organisations that facilitate and foster innovation, as well as real-life environments or arenas where both open innovation and user innovation processes can be studied and subject to experiments and where new solutions are developed (<https://enoll.org/about-us/>). Three basic operational principles to support LL activities are i) co-creation, ii) user-centered, iii) in real life conditions (D1.1: Mambrini-Doudet at al., 2021). These characteristics suggest that co-creation processes are only possible with the participation of stakeholders.

In this project, we aim at implementing these basic operational principles in developing the framework for the future network. In order to co-create this framework, the project relies on a **multi-stakeholder approach and end-user involvement** from the early start of the process. Many definitions of 'stakeholder' are circulating. In this document however, there will be relied on Freeman (1984) defining stakeholders as '*any group or individual who can affect or is affected by the achievement of the project's objectives*'.

Involving stakeholders throughout this process will:

Capture knowledge: ensure to include stakeholder's needs by building upon their experiences, knowledge and motivation. Stakeholder engagement will help to capture information and perspectives from a wide range of sources, providing a more robust knowledge base from which to build our framework for the future network.

Understand added value to a diversity of stakeholders: different stakeholders hold different values and consequently judge the value of such a network in diverse ways. The purpose of stakeholder engagement in this context is to identify and understand the diverse needs and expectations. As this network concerns a European-wide network, it is important to capture regional and local needs and conditions, in order to ensure that the network is responsive to the needs across all European regions.

Increase ownership: Stakeholder engagement in co-creation processes is also linked to enhancing the sense of ownership. This is considered important for the long-term success of the future network and. Thus, incorporating the concern for durability of the network is one of the criteria for its success.

1.2 Different levels of stakeholder engagement

Stakeholder involvement in this project means to give stakeholders the opportunity to participate in the process of developing the framework/network. Throughout this process, we can distinguish between different levels of stakeholder involvement or participation. **Different typologies or levels of participation** have been described by multiple authors.

A review of typologies is summarized in figure 1. These include mainly typologies specifically developed for use in the public sector. In this project, the participation typology of Wilcox (1994) is used, because it allows enough detail and is easy to understand. Furthermore, its applicability can easily be extended and adapted to our particular effort to develop a framework for a future network of LLs and RIs. Five levels of participation can be distinguished in the typology of Wilcox but in this project, the first four levels of participation are considered.

Informing: informing stakeholders about the ongoing process without giving them the opportunity to intervene.

Consulting: offering options to stakeholders, listening to their feedback, but not allowing new ideas.

Involving (deciding together in Figure 1): encouraging additional options and ideas, and providing opportunities for joint decision making.

Collaborating (acting together in Figure 1): not only different stakeholders deciding together, but also forming a partnership to carry it out.

Empowering (supporting in Figure 1): offering funds, advice or other support to stakeholders to develop their own agendas within guidelines.

| | Community | | | | | Risk Management | Company |
|------------------------------------|-----------------|-----------------------------|-------------------|-------------------------------------|--------------------|--------------------------------------------------------------------------------|--------------|
| | Amstein (1969) | Dorsey <i>et al.</i> (1994) | Wilcox (1994) | Pretty & Shah (1994) | UNDP (1997) | Fischoff (1998) | |
| Increasing levels of involvement ↑ | Citizen control | Ongoing involvement | Supporting | Self mobilisation | Self-management | All of below | Decisional |
| | Delegated power | Seek consensus | | Interactive participation | Partnership | All we have to do is make them partners | |
| | Partnership | Test ideas, seek advice | Acting together | | Risk-sharing | All we have to do is treat them nice | |
| | Placation | Define issues | Deciding together | Functional participation | Decision-making | All we have to do is show them it's a good deal for them | Consultative |
| | Consultation | Consult on reactions | | Participation by consultation | Consensus-building | All we have to do is show them that they've accepted similar risks in the past | |
| | Informing | Gather info perspectives | Consultation | Participation by information giving | Consultation | All we have to do is explain what we mean by the numbers | Informative |
| | Therapy | Educate | Information | | Information | All we have to do is tell them the numbers | |
| | Manipulation | Inform | | Passive participation | Manipulation | All we have to do is get the numbers right | |

Figure 1: typologies of participation (Green and Hunton-Clarke, 2003)

1.3 Analysing stakeholders

The degree of stakeholder involvement along the process might vary for different stakeholders. This mainly depends on the actual influence/importance this stakeholder has on the successful development and sustainability of the future network, or the extent to which stakeholders might be affected by the project or the network. So, a first step to take is to gain an understanding of 'who are the stakeholders' and 'what are their perceived stakes', often referred to as stakeholder analysis. Stakeholder analysis can be described here as the process to i) identify individuals, groups and organisations who are affected by or can affect the success of a future network of LLs and RIs and to ii) prioritise these individuals and groups for involvement throughout the development process (stakeholder mapping).

For the first step, identification of stakeholders, several approaches are used, such as focus groups, semi-structured interviews, snow-ball sampling, using expert opinion. Quite often, a combination of these is used, as identifying stakeholders is usually an iterative process. Additional stakeholders are added when the process evolves. Because of many practical reasons, it is not possible to include all stakeholders that are desired or identified. This topic is addressed in 1.4 challenges in stakeholder engagement.

In a second step, prioritization in 'who to involve when' will be necessary, especially as we are working in a European-wide context. Several criteria and methods can be used to further categorize and prioritise stakeholders to be engaged along the process. These methods are often referred to as 'stakeholder mapping'. According to Reed et al. (2009), methods to characterise and classify stakeholders tend to follow two broad approaches: i) top-down "analytical categorisations" and; ii) bottom-up "reconstructive methods". Analytical categorisations are based on a top-down classification, usually by structuring stakeholders by using matrices or Venn diagrams. Criteria to classifying then along the different dimensions of the matrices might vary. A first example includes the classification along dimensions of interest and influence. A well-known method is the power interest matrix, by using a two dimensional grid. The first dimension categorises stakeholders by interest or stake and the second dimension is in terms of power. Along these dimensions, Eden and Ackermann (2011), distinguish between 4 categories of stakeholders based on their interest and influence in the future network: "Players", "Context setters", "Subjects" and "Crowd".

- **Players** are stakeholders who should be actively groomed, because they have high interest in and influence over a particular phenomenon.
- **Context setters** are highly influential, but have little interest. Because of this, they may be a significant risk, and should be monitored and managed.
- **Subjects** have high interest but low influence and although by definition they are supportive, they lack the capacity for impact, although they may become influential by forming alliances with other stakeholders. These are often the marginal stakeholders that development projects seek to empower.
- **The "Crowd"** are stakeholders who have little interest in or influence over desired outcomes and there is little need to consider them in much detail or to engage with them.

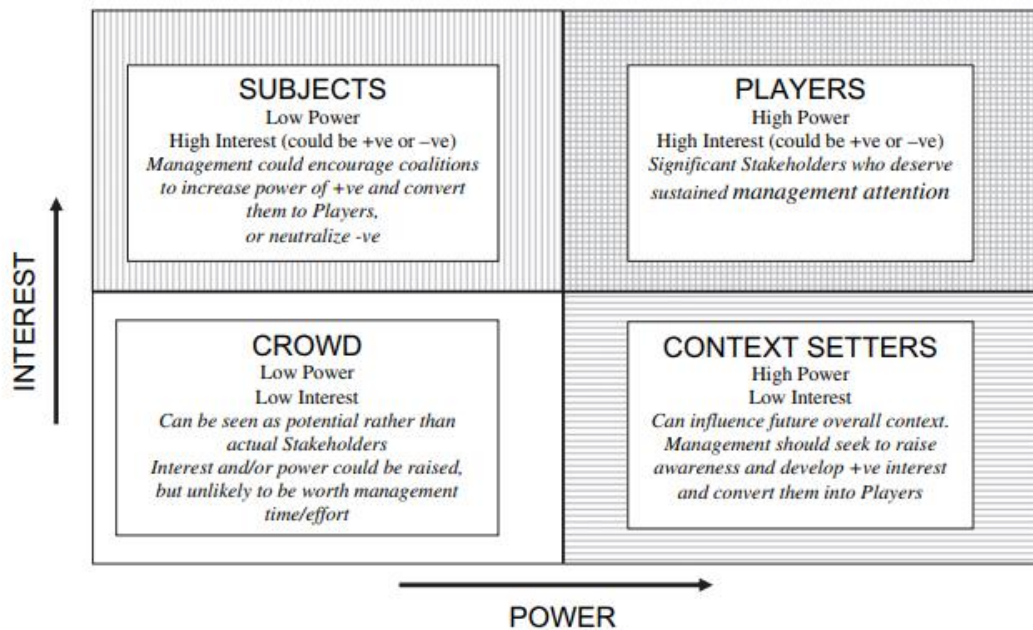


Figure 2: Classifying stakeholders along the dimensions of interest and power (Eden and Ackermann, 2011)

A second example of dimensions for classification is supportive and unresponsive. Here, 5 different categories can be distinguished:

- **Unaware:** they are not aware of the project and its potential impacts on them
- **Resistant:** they are aware of the project but not in support of it
- **Neutral:** They are aware of the project but have no opinion regarding their support for it
- **Supportive:** they are supportive of the project and wish it to succeed
- **Leading:** they are actively engaged in project success and willing to lend assistance to help it succeed.

Besides these analytical categorisations, there are also more bottom-up approaches, in which the parameters for classification are defined by the stakeholders themselves. This means that stakeholders are already involved also for this first step in the stakeholder management process (Reed et al., 2009). More and more literature also emphasizes the importance of considering the dynamic nature of stakeholder engagement, as interest and influence might change over time. By taking this into account, the impact of such change can be considered. Within our project, we can think of potential funders of the future partnerships that become more visible over the years, changing institutions in particular organisations of interest, etc.

1.4 Stakeholder engagement: challenges

1.4.1 Alignment with other ongoing initiatives

Developing a framework for a future network of LLs and RIs, as the overall objective of ALL-Ready, is one of the goals of a wider, future partnership on agroecology. This partnership has been proposed by the EC as a collaboration model between the EC and the Member States in order to foster the transition of European farming and food systems towards agroecology

for participation is lower. Yet there are also disadvantages. In order to keep stakeholders involved in the long term and to create ownership, it is important to assure a higher level of stakeholder engagement. Informal moments are very important to create trust, confidence and reinforce connections. Moreover, more creative forms of participatory methods can be used during 'in person' meetings. Therefore, a good balance between online and in person activities is desired. The consideration will mainly take into account the level of engagement we want to create for particular stakeholder groups (inform, consult, collaborate) just as the objective of the activity. Therefore, the project also includes funds to reimburse travel expenses of stakeholders.

1.4.4 Speaking the same language

Engaging stakeholders at European, national and local level also includes challenges regarding use of language. Especially at the local level, it is not self-evident to expect stakeholders to have a good command of English. This will be taken into account by organising regional workshops and conducting interviews in the local language. In this way, we want to avoid that opinions and knowledge of people who are less familiar with English are not accounted for. In addition, we need to be vigilant in the use of concepts such as agroecology, living labs, research infrastructures, etc. Even if the stakeholders are familiar with them, the ambiguity of these concepts allows for different interpretations. It is important to take this sufficiently into account. In WP1 an effort was already made to come to a detailed description of these concepts to create common understanding (D1.1: Mambrini-Doudet et al., 2021). Nevertheless, additional effort is needed to adapt our language to the stakeholder groups that will be approached. The vocabulary that is used at the European level needs to be translated if discussion with local stakeholders is aspired. Surveys and interviews need to be tested with these stakeholders before being sent out to ensure that they are sufficiently clear and not misunderstood.

1.4.5 Stakeholder engagement at European level: how to take into account diversity?

Furthermore, the establishment of a network of RIs and LLs at European level covers a large area, characterised by a very large group of potential stakeholders. Due to the diversity of geographical (and thus cultural and socio-economic) contexts within Europe, the needs and challenges of farming systems across regions might vary substantially. In order to take this diversity into account as much as possible, geographical representativeness will be an important criterion when setting up activities (e.g. mapping, set up of pilot network, etc). The involvement of stakeholders representing organisations at the European, national and local levels will be guaranteed. When identifying key stakeholder groups, we will therefore take these criteria into account in order to be sufficiently representative at multiple levels. Furthermore, several efforts will be made to identify the needs at local, national and European level. This allows us to better communicate and address added value across Member States. Assuring and communicating added value is particularly important in the early stages, to ensure that requirements are met, and long term engagement will be achieved.

1.4.6 How to involve the 'hard to reach' stakeholders?

Because of many practical reasons important stakeholders cannot be reached. The stakeholders most easy to reach are the ones in the networks of the project partners. Not all stakeholders have access to internet, aren't part of an easy to reach network or aren't part of a network, have a lack of trust in EU related/organized processes, have a lack of time, don't see the added value of participating in a EU wide network. So, stakeholders that can be reached might have different opinions than those who can't be reached. That can cause a bias in the results of engaging with stakeholder. Developing the

process with the easy to reach might not take into account the problems, wishes and values of the hard to reach stakeholders, making them feeling even more excluded from the future network that is aimed to set up.

2. Development of stakeholder engagement plan

Various groups of stakeholders will be involved in all work packages (WP) of the ALL-Ready project, depending on the particular objectives of each of the WPs. It is therefore important that stakeholder engagement takes place in a well-coordinated manner throughout the whole project, using the most adequate participatory methods for different levels of participation. In what follows, we will provide an overview of the most important steps of developing a stakeholder engagement plan for the ALL-Ready project: Identification of stakeholder groups, stakeholder mapping and planning stakeholder engagement.

2.1 Identification of important stakeholder groups

Identifying stakeholder groups to engage in the ALL-Ready project is an iterative process (*see 1.1 Stakeholder engagement as a key prerequisite in co-creation processes*). In the first year of the ALL-Ready project, several complementary methods were used:

- Exploration of the preparatory documents of the partnership just as the project proposal were used to identify important groups of stakeholders: documents of SCAR-AE, documents of DG AGRI²,
- A set of interviews with WP leads of the ALL-Ready consortium, aiming to identify stakeholders related to the objectives of each of the WPs
- Snowball sampling: the workshops that were already organized in the frame of the ALL-Ready project that brings information from stakeholders about unknown stakeholders
- The SCAR Taskforces documents and meetings
- Partners and networks of relevant projects such as AE4EU, ROADMAP, UNISECO, DIVERIMPACTS.

However, in the following years of the ALL-Ready project, as more actors will be involved and will participate in the planned workshops and/or other interventions (interviews, events), more stakeholders will be identified (snowball effect). The continuous collaboration with the SCAR Agroecology group and the other CSA Agroecology4Europe will lead automatically to the identification of more stakeholders.

2.2 Stakeholder mapping

Because of the amount of data about stakeholders gathered in the identifying phase 2.1 there was a need for a framework meaningful for the ALL-Ready process in order to structure this stakeholders and stakeholder groups. The proposed structuring framework or stakeholder map takes into account **four different criteria**: Geographical scale; Type of stakeholder group; Potential interest of the stakeholder in the future network of LLs and RIs; Importance of the stakeholder for the future network of LLs and RIs. The criteria "Geographical scale" and "Stakeholder groups" were indicated in several interviews and WP1 workshops as important. The other two criteria are mentioned as important criteria in stakeholder analysis.

² aellri-ec-input-partnership-discussion.pdf (europa.eu)

1) **“Geographical scale”** refers to the scale level at which the stakeholder mainly operates. Three scale levels are distinguished:

- **EU level:** This level includes the EC, SCAR-AE, researchers involved in projects funded by EU research programmes (H2020), LLs and RIs with an EU-wide scope and activities, EU wide networks related to agroecology potentially influencing funding, governance and running of the network. Very specific examples include FACCE-JPI, and the ERA-NETs SusCrop, SusAN, IPM, Core Organic, Biodiversa, the PRIMA initiative, the BIOEAST initiative on Bioeconomy, the European Joint Programme EJP SOIL, as well as activities of the EIP-AGRI.
- **National level:** This level includes national ministries, authorities and funding bodies, national operating NGO’s, farmers and other agro-food sectors unions, national operating consumers union/networks, LLs and RIs with a national scope and activities, potential private funders and foundations. To form a bridge between the European and national level, the ALL-Ready consortium will collaborate with national contact points (NCP) in the different member states. These national contact points can be linked to national authorities, extension or research. These persons are supposed to disseminate outputs of the project to relevant stakeholders in the Member State they represent. They will inform relevant stakeholders, LL, and RI in their member state about the partnership, engage them, as well as encourage them to participate in surveys that will be disseminated in the course of the project.
- **Regional and local level:** This level includes regional authorities, municipalities, regional based NGO’s, farmers and agro-food actors. To involve the local level at a regular basis throughout the project, a pilot network of LLs and RIs will be established. This pilot network contains 16 members identified within the 13 partner countries. The pilot network will serve as a small-scale testbed to experiment and give feedback on the tools and recommendations developed in the ALL-Ready project and to build cooperation and prepare joint activities between the different agroecology-focused LLs, RIs and OIAs across Europe. The pilot network will meet regularly and exchange during yearly workshops. This level will also include stakeholder groups not directly involved in the future network but indirectly involved by influencing the transition to agroecology and/or by being influenced by the transition to agroecology.

The three distinguished scale levels are not strictly separated. Individuals can take up different roles at different scale levels. They might be involved in local initiatives while at the same time operating in EU wide projects. The future network of LLs and RIs is also meant to connect the scale levels.

2) Types of stakeholder groups

At each level we have similar types of stakeholder groups. A stakeholder group is a group of stakeholders that operates more or less in the same “domain of action”. Although there is not a strict definition for “domain”, it can be interpreted as a particular activity or interest: research, policy, farm advisory, food value chain, citizen movement

Farmers
Researchers
Policy makers
Agricultural educators
Farm advisors
Value chain actors
Citizen movements
NGO’s (environmental, social justice)
...

Overlap between the domains is possible. LLs can be understood as stakeholder groups that combine one or more of the indicated domains.

3) **What's in it for them (interest)?**

To engage with stakeholders for developing the future network, it is important to indicate what their interest in the network is, i.e. what's in it for them if they would participate in or collaborate with the future network. If there wouldn't be an added value in participating, it will be impossible to involve them on a long-term basis.

4) **What is the importance of the stakeholder for development of the future network of LLs and RIs**

Another dimension that has to be taken into account is how important a stakeholder is for this future network of LLs and RIs for achieving the objectives of the network. Living Labs and Research Infrastructures or similar Open Innovation Arrangements that are committed to agroecology transition are the core of the future network and thus important stakeholders. Living Labs are considered as stakeholders as such but also as open innovation networks based on multi-stakeholder arrangements, with at the center the farmers as end-users. Representatives of LL will be engaged in this process, and expected to represent to some extent the interests of its network members. It is also clear that funding will be necessary for financing the activities of the future network. In this regard, potential funders, among which national ministries, are important stakeholders with a major influence on developing the future network.

2.3 Mapping stakeholders in the ALL-Ready project

Table 1: stakeholder groups organised in a structured framework along the dimensions of interest, importance, geographical representation and domain of action³

| Stakeholder group @EU level | What's in it for them? (interest) | Importance for the Network of LLs and RIs |
|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| SCAR AE working group | text for supporting the document of future Partnership | See text box |
| EAB | Cooperation and networking for future activities | See text box |
| Research | <p>It would provide scientists with a network of close to the ground research sites that would deliver harmonised data with a long-term perspective also with local specificities.</p> <p>Improved understanding of agroecology, living labs and research infrastructures that can help to set future research targets.</p> <p>Build a solid evidence and scientific knowledge base on how AE LLs and RIs can contribute to find locally diverse solutions to mitigate the effects of climate change.</p> <p>Funding opportunities</p> <p>Cooperation and networking for future projects</p> | Transdisciplinary EU wide research input |
| European Commission | <p>To meet Green Deal objectives (workshop)</p> <p>It will provide for a more strategic approach in the longer-term along with a broader coverage of the EU territory.</p> | <p>Funding, other support, support for potential policy change</p> <p>the European Commission which bodies will have a leading role in developing and implementing the SRIA and will be responsible for its outputs</p> |
| Value chain actors | <p>Funding opportunities</p> <p>Cooperation and networking for future projects</p> | Wide network in agro-food chain |
| NGO's | | Funding, EU wide network support |
| Farmers' unions | Diverse pool of hands-on AE practices and approaches that they can readily use in their | Wide support and EU wide network |

³ This table will be regularly updated throughout the project when relevant information becomes available through implementation of the stakeholder engagement plan.

| | | |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | locality to transition to agroecological practices. | |
| | Funding opportunities Cooperation and networking for future projects | |
| AE related Networks | increased awareness about future funding opportunities | EU wide network support |
| AKIS | improved understanding about AE and transdisciplinary methods | dissemination of AE methods and tools |
| Stakeholder group @national level | What's in it for them? (interest) | Importance for the Network of LLs and RIs |
| Research | It would provide scientists with a network of close to the ground research sites that would deliver harmonised data with a long-term perspective. | Provide national research data |
| Policy makers | | Provide national legislative frame |
| Value chain actors | | Provide input of experiences, promote network |
| NGO's | | Provide input of experiences, promote network |
| Farm advisors | | Provide input of experiences, promote network to provide the whole range of knowledge and practices which are necessary for a transition towards agroecology of a substantial part of the EU farming sector. |
| Education institutes | | |
| Farmers and Farmers' unions | | Promote the network |
| Consumer associations | | Promote the network |
| AE related networks | | |
| Stakeholder group @local/regional level | What's in it for them? (interest) | Importance for the Network of LLs and RIs |
| Researchers | It would provide scientists with a network of close to the ground research sites that would deliver harmonised data with a long-term perspective. | Provide local/regional research data |
| Policy makers | | Provide local/regional legislative framework, legislative problems |

| | | |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| Value chain actors | | Provide local/ regional AE practices, experiences |
| NGO's | | Provide local/ regional AE practices, experiences and problems |
| Farm advisors | | Provide local/ regional AE practices, experiences and problems |
| Education institutes | | |
| Farmers and farmers' unions | <p>It would benefit producers by creating spaces in which they can experiment and test their own solutions for more sustainable practices, learn from peers and get the support of scientists. Working on groups of farms would also be supported.</p> <p>European farmers are key to manage the transition to sustainability and one of the objectives of the Farm to Fork Strategy, which is also fully in line with the general objective of this partnership, is to strengthen their efforts to tackle climate change, protect the environment and preserve biodiversity.</p> | Provide local/ regional AE practices, experiences |
| Representatives of living labs | | partner |
| Citizens movements | <p>contributing to reducing the environmental impact of agriculture and its contribution to healthier and more sustainable diets, and by offering possibilities for regional businesses and citizens' involvement in experimentations, thus helping connect consumers with producers and foster access to agroecological products.</p> | |
| Think tanks | | |

2.4 Planning Stakeholder engagement

The overall objective of the stakeholder engagement plan is to provide an overview of who to involve when and how. On the one hand this stakeholder engagement plan will be closely motivated by the objectives of the different WPs of the project. On the other hand when elaborating the activities planned in each WP, new insights come in which might provide new focusses on the engagement of stakeholders, i.e. some stakeholder groups seem to be more important than other stakeholder groups, a stakeholder group was under the radar or a stakeholder group is very hard to reach in the foreseen amount of time of the project. In what follows, we first provide an overview of the WPs, including a description of objectives, what is expected from stakeholder engagement and how it evolves during the elaboration of

the WP/project activities. Then, we will provide an overview of who needs to be engaged in each of the WPs and the level of engagement that is needed to meet WP objectives. We try to compare what was initially foreseen and what has actually happened. In a final step, we provide an estimation of the timing of stakeholder engagement activities that is foreseen for each of the WPs.

2.4.1 Objectives structured along WPs

WP1: Vision and mission of the network

A first objective of this WP is to describe key concepts related to the 'transition to agroecology', just as describing the potential of LLs and RIs to accelerate this transition. A second objective is the identification of inclusion criteria to determine which types of organisations will constitute the network. A third objective is to develop a vision and a mission for the future network. Stakeholders to be engaged need to have knowledge on values, competencies, policies and activities needed for agroecological transition both at the European as the more local level. This WP mainly engaged stakeholders operating at European level. However, the inclusion criteria as output of this WP, were used to develop a survey that was used in WP2 to map LL, RIs and other OIAs at the local level.

WP2: Mapping, analysis and overview of existing mechanisms for doing participatory research and innovation on agroecology

A first objective of this WP is to map existing LLs, RIs and other OIAs across Europe. A second objective is to get more insights into barriers and incentives for innovation arrangements supporting agroecology transition. These include societal drivers, particularly funding arrangements and regulatory frameworks, both at European and more regional level. A final objective is to identify a common set of key performance indicators for a European network of agroecology living labs. Key stakeholders to include are National Contact Points (NCPs) which include both representatives of ministries, research and the farming community with a clear view on existing initiatives supporting agroecological transitions, just as funding schemes and regulatory frameworks influencing this transition. Because of the very broad scope of the mapping task, several methods are used to reach as many stakeholders as possible: interviews with NCPs, regional workshops with representatives of LLs, RIs an OIAs, and finally the online survey based on inclusion criteria developed in WP1.

WP3: Stakeholder engagement

In this WP, one of the objectives is to design and align the process of stakeholder engagement and co-creation throughout the project. Stakeholders to be included are the WP leads and consortium members just as representatives of other ongoing initiatives to align stakeholder engagement activities and to address challenges of stakeholder engagement (see 1.2). The other objective is to establish and run a small-scale pilot network in order to test and give feedback on the tools and recommendations developed in the ALL-Ready project (across WPs), to build strong links and cooperation between the different agroecology-focused LLs, RIs and OIAs across Europe and to prepare joint activities in line with the common agroecological interest of the pilot members. Moreover, this WP also ensures that the findings of stakeholder engagement and the pilot network are properly synthesized in the form of stakeholder recommendations. Key stakeholders to be included are the member living labs and research infrastructures of the pilot network. These members will be selected based on consultation of the ALL-Ready partners. However, throughout the project, especially by the online survey of WP1, new initiatives will be identified. Based on selection criteria some of them will be selected and invited to join the pilot network. Other stakeholders may be indirectly national authorities and funding bodies that might ensure national support and complementary funding sources for the future network. Therefore, WP3 has to maintain a

continuous and close collaboration across WP1-7, between the pilot members and between the pilot members and WP1-7.

WP4: Implementation and sustainability of the network

The overall aim of WP4 is to provide an implementation plan that ensures the added value and sustainability of the European network of LLs and RIs capturing and promoting long-term processes of agroecological transitions. The implementation plan will include a long-term funding strategy making use of complementarities and synergies of funding opportunities at EU, national and regional level to ensure the ambitions of the network in the long term. More specific objectives of WP4 are assessing key factors for the long-term sustainability of the network, identifying the added value and synergies of the network at European level, and co-constructing recommendations that inform the development of the implementation plan for the future network. The ambition is to engage with representatives of all stakeholder groups of agroecological transitions with potential interest in the future network to identify and utilize the added value of the network. The stakeholders of the pilot network will have a central role in co-developing recommendations for the long-term sustainability of the network, while potential funders of the future network and partnership (public funders such as national ministries, private funders, small scale funders) are key stakeholders for the development of the funding strategy of the implementation plan. The representatives of the AE LLs, RIs and OIAs that were identified via the mapping exercises of WP2 were consulted via semi-structured interviews. In a later stage they were involved in regional workshops to mobilise LLs, RIs and OIAs for the AE partnership.

WP5: capacity building

The overall objective of WP5 is to scope, test and implement a capacity building program (CBP) that serves identified key end-users and their needs (Subtask 5.1.2) by the specification of the skills, competencies and knowledge needed (Subtask 5.1.1) to run a European wide network of LLs and RIs, but also for agroecology transition in general, for managing a shared research infrastructure and/or living lab and for taking part in co-design and experimental processes. The active participation of the identified key stakeholders below is crucial to guarantee the developed capacity building program is in line with their needs. Therefore, they will be asked to actively co-design the capacity building program during the test phase. Key stakeholders are the potential end users of capacity building programme, which in first place are the members of the future network of living labs and research infrastructures, thus representatives of LLs and RIs. Next to them the capacity building program will serve agroecology researchers, policy makers, farmers, citizens (consumers, civil society organizations, NGOs...), intermediaries (advisors, LL managers...) and other value chain actors (traders, retailers...). Other stakeholders to include are representatives of the AKIS in each of the member states to have a clear understanding of existing capacity building initiatives to support agroecological transition. While implementing the activities of the WP, it became clear that in order to organize a good and feasible capacity building program, there is need for a clear focus on certain stakeholder groups. It was decided that LLs, RIs and OIAs were the main stakeholders for co-designing a CBP as they are considered as the key end-users of the CBP. While for the stakeholder groups at the European level and at the local level recommendations will be formulated to organize further capacity building.

WP6: knowledge and data management

Agroecology research and innovation network scaling up from local to the global one is a complex process. Complexity relates to stakeholders, functioning and service delivering. Meeting these complexities is also a major driver on the data and knowledge management perspectives, which require important efforts on the harmonisation, integration and

interoperability, taking into account the connectivity with the rest of WPs in terms of drivers and variables considered. In order to achieve this main aim, a proper demonstrator given in the form of a Virtual Research Environment, integrating and providing Blockchain-based technology and other e-Services will be developed, together with the proper DMP and other innovative tools. Key stakeholders are the members of the LLs, Ris from the pilot network that are interested in data sharing and management.

WP7: Communication and dissemination

The objectives of this WP are to communicate and disseminate project activities and outcomes to different target groups. This is described in the communication plan (D7.1: Haller et al., 2021). Stakeholders to reach are both those who might benefit from the future network, just as those who might impact the development, governance and long term sustainability of the future network.

2.4.2 HOW to engage stakeholders?

2.4.2.1 Level of engagement

The four described dimensions for structuring stakeholder groups to be engaged, together with the objectives of the WPs, informs us about the level of participation needed for each of the different stakeholder groups throughout the project. This levels of participation explained in 1.1. Table 2 provides an overview of the different levels of participation for each of the stakeholder groups for each of the WPs. This table has been co-created with WP leads of the project.

The level of participation defines to a great extent the methods to be used in the stakeholder engagement process of the ALL-Ready project:

Informing the stakeholder: informing the stakeholders is organised to a large extent via the website, newsletter, social media channels, direct email exchanges and other actions formulated in the communication plan (D7.1: Haller et al., 2021)

Consulting the stakeholder: consultations take place mainly by the use of surveys (pilot network, mapping in WP2) and interviews

Involving the stakeholder: workshops are organised to work directly with the stakeholders to ensure that their concerns and aspirations are directly reflected in the outputs generated by the ALL-Ready project partners in the work packages

Collaborating with the stakeholders: co-creative workshops (experimenting and testing), bilateral meetings and discussions (live and online) in small groups are set up to find solutions together in preparing the future network

2.4.2.2 Special stakeholder groups in ALL-Ready

The **External Advisory Board (EAB)** consist of about 20 European or international organizations or initiatives, themselves often representing a great number of other (national/regional) stakeholder organisations active in the environment or agricultural sectors (see Appendix for more detailed list of members). Besides providing advice on the project's workplan, activities and strategic documents, EAB involvement will ensure and maximize the flow of information to and from the consortium so as to take advantage of the knowledge produced by other already existing initiatives as well as ensures that new ideas and emerging initiatives are duly considered. We can rely on them to help identify relevant stakeholders just as supporting their engagement.

The **SCAR Strategic Working Group (SWG) on Agroecology (SCAR-EU)** consists of a group of ministries (or other organisations such as research councils) from 9 MS/AC, with the overall objective to support research policy development for agroecology at national, EU and international level. It is platform for Member States and Associated Countries to share views, create common visions together with the European Commission (EC) with a unified voice on agroecology and agroecology LL-related research and innovation needs and how to integrate it into national and European research programmes. More specifically, regarding development of the partnership, this working group will centralise and integrate the efforts for the process of preparing the partnership. They aim at writing the "Partnership proposal", which will be the basis of the Partnership call that will be included in the Work Programme 2023-2024. For this endeavor, they will rely on the efforts and expertise of ALL-READY. Coordination and timeline alignments will be achieved by participation of ALL-READY members in the different task forces of the working group just as participation of members of the SCAR-AE working group during activities organized within ALL-READY. When needed, bilateral meetings will be organized on specific topics.

One of the aims of ALL-Ready project is to launch and run **a pilot network** including agroecology living labs, research infrastructure or other open innovation arrangements from Europe in frame of WP3. The pilot network nowl contains 17 members within the 13 partner countries plus 2 external advisor living labs from Canada and Spain. The pilot network would serve as a small-scale testbed to experiment and give feedback on the tools and recommendations developed in the ALL-Ready project and to build cooperation and prepare joint activities between the different agroecology-focused LLs, RIs and OIAs across Europe. The members of the pilot network can identify further local and national stakeholders as well.

National Contact Points

National contact points are people knowledgeable about national agroecology 'landscapes' in terms of research, practice, funding, innovation and policies. To get as many perspectives, and snowballing avenues as possible, we have identified this list of NCP among national authorities, extension and researchers within this rather broad field. Furthermore, these national contact points can also act as entry points to other resource persons.

Table 2: Level of participation for each of the stakeholder groups to meet objectives for each of the WPs

| Stakeholder group @EU level | Appropriate level of participation | | | | | |
|--------------------------------------|------------------------------------|-----|-----------------|--------------------------------------|---------|-------------|
| | WP1 | WP2 | WP3 | WP4 | WP5 | WP6 |
| SCAR AE working group | Inform/collaborate | | Inform | Inform / consult / collaborate | Involve | Inform |
| AE4EU | Collaborate | | Involve | Collaborate | Involve | Collaborate |
| EAB | Involve | | Involve | Consult / involve | Involve | Consult |
| Research | Inform, collaborate | | Consult/involve | Consult / involve | Involve | |
| European Commission | Involve | | Involve | Involve | Involve | |
| Value chain actors | Involve | | Inform | Consult / involve | Involve | |
| NGO's | Involve | | Inform | Consult / involve | Consult | |
| Farmers' unions | Involve | | Inform | Consult / involve | Consult | |
| AE related Networks | Involve | | Consult | Consult / involve | Consult | |
| AKIS | Consult/collaborate | | Inform | Consult / involve | Consult | |
| Stakeholder group @national level | Appropriate level of participation | | | | | |
| | WP1 | WP2 | WP3 | WP4 | WP5 | WP6 |

| | | | | | |
|------------------------------------------------|-------------------------------------------|------------|-----------------|-----------------------|------------|
| Research | Consult | Consult | Consult/involve | Consult / collaborate | Involve |
| Policy makers/national authorities | Inform | Consult | Collaborate | Collaborate | Involve |
| Value chain actors | Inform | | Inform | Inform / consult | Involve |
| NGO's | Inform | | Inform | Inform / consult | Involve |
| Farm advisors | Inform | | Inform | Inform / consult | Involve |
| AKIS | Inform | | Inform | Inform / consult | consult |
| Farmers' unions | Inform | | Inform | Inform / consult | Consult |
| Consumer associations | Inform | | Inform | Inform / consult | consult |
| Stakeholder group @local/regional level | Appropriate level of participation | | | | |
| | WP1 | WP2 | WP3 | WP4 | WP5 |
| Researchers | Inform | | Involve | Inform / consult | Involve |
| Policy makers | Inform | | Collaborate | Involve / collaborate | Involve |
| Value chain actors | Inform | | Inform | Inform / consult | Involve |
| NGO's | Inform | | Inform | Inform / consult | Involve |
| Farm advisors | Inform | | Inform | Inform / consult | Involve |

| | | | | | |
|-------------------------------------------------------|---------------|---------------|-----------------------------|----------------|-------------|
| AKIS | Inform | Inform | Inform / consult | Consult | |
| Farmers and farmers' unions | Inform | Inform | Inform / consult | Involve | |
| Representatives of LLs and RIs (pilot network) | Involve | Involve | Involve / collaborate | Collaborate | Collaborate |
| Citizens movements | Inform | Inform | Inform / consult | Involve | |

2.4.3 WHEN to engage stakeholders?

The figure below gives an overview of the different events and methodologies used (workshops (WS), interviews, surveys, focus group, etc) for the different tasks structured within WPs according to the project's timeline. In the actual roll-out of the stakeholder engagement plan (see next chapter) there can be substantially deviated from this original time frame in function of a good alignment between WPs and with other ongoing initiatives.

Table 3: overview of WPs, activities and timing for engaging stakeholders: version October 2021

| | 2021 | | 2022 | | 2023 | |
|----------------------------------------------------------------------------|----------------------------|--------------------------------------------------------------------|---------|---------|---------|------------------|
| | jan-jun | jul-dec | jan-jun | jul-dec | jan-jun | jul-nov |
| WP1 | | | | | | |
| Key concepts: agroecology transition and role of LL and RI (D1.1) | WS | | | | | |
| Vision and mission of the future network + inclusion criteria (D1.3; D1.2) | | WS | | | | |
| WP2 | | | | | | |
| Mapping agroecology initiatives (D2.2; 2.4;2.5) | Regional WS including NCPs | | | | | |
| Mapping drivers and barriers for agroecology transition (D2.3) | | | | | | |
| Develop common set of KPI for the future network (D2.6) | | | | | | |
| WP3 | | | | | | |
| Needs and expectations of the pilot network (MS4) | Survey | | | | | |
| Pilot network co-creation activities (MS7) | | Yearly WS (4-5 in total) and trimonthly online calls in-between WS | | | | |
| Develop stakeholder recommendations for running future network (D3.3) | | | | | | WS pilot network |
| WP4 | | | | | | |
| Added value of future network (D4.1) | | Survey + WS | | | | |
| Develop preconditions for sustainability (D4.2) | | | WS | | | |

| | | | | | |
|------------------------------------------------------------------------|---------------------|--|----|--|--------------------------------|
| Implementation plan (D4.3) | | | | | Regional WS + final conference |
| WP5 | | | | | |
| Scoping capacity building by mapping the needs and key end users(D5.2) | Focus group, survey | | | | |
| Prototyping the capacity building programme | | | WS | | |
| Testing the capacity building programme (D5.3) | | | | | WS, Open LL Days |
| WP6 | | | | | |
| Co-develop a VRE (D6.4) | 2 training WS | | | | |
| Develop and test Data Management plan (D6.5) | | | | | |

Table 4: overview of WPs, activities and timing for engaging stakeholders: version October 2022

| | 2022 | | 2023 | |
|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|--|
| | jul-dec | jan-jun | jul-nov | |
| WP2 | | | | |
| Framework for Mapping and analysis of agroecology and agroecology LLs and RIs (D2.1) | | | | |
| Mapping agroecology initiatives (D2.2; 2.4;2.5) | Showcase best practice LL and RI: consulting AE4EU, ENOLL and the pilot network (D2.5) | | | |
| Mapping drivers and barriers for agroecology transition (D2.3) | Regional workshops with view to (i) mobilise LL actors in relation to AELLRI partnership and (ii) map initiatives (D.2.4 and D2.5). (24th of November: Eastern Europe; 18th of November: Western Europe; Southern Europe, end November: northern Europe | | | |
| Develop common set of KPI for the future network (D2.6) | | | | |
| WP3 | | | | |

| | | | |
|------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| Needs and expectations of the pilot network (MS4) | | | |
| Pilot network co-creation activities (MS7) | Online check-in call (22.04.2022) + Second Pilot network meeting (4-5.07.2022) + Third Pilot network meeting (21-23.11.2022) | Online check-in call + 4th Pilot network meeting | |
| Develop stakeholder recommendations for running future network (D3.3) | Workshop during Second Pilot network meeting: exercise on best practices for co-creation and involving stakeholders (4-5.07.2022) | Workshop during 4th Pilot network meeting | Final Conference (WS pilot network) |
| WP4 | | | |
| Added value of future network (D4.1) | Second pilot network meeting (4-5.07.2022): validation of results | | |
| Develop preconditions for sustainability (D4.2) | Interviews with other networks of networks + network analysis sessions at Third Pilot Network meeting (21 - 23.11.2022) + regional workshops organised by WP2 | | |
| Implementation plan (D4.3) | | Regional workshops (4) in spring 2023 to review key elements of draft implementation plan and funding strategy | Session at pilot network workshop in July 2023 to co-design recommendations for final implementation plan and funding strategy |
| WP5 | | | |
| Scoping capacity building by mapping the needs and key end users(D5.2; D5.1) | | | |
| Prototyping the capacity building programme | Workshop 2nd pilot network meeting: What competencies and skills can a European network improve? (5.07.2022); Workshop 3th pilot network meeting: prototyping and testing: Identify gaps - Co-decide testing phase of final prototype | | |
| Testing the capacity building programme (D5.3) | | | Pilot network meeting: testing final prototype + training@OLLD |
| | | | training@OLLD |
| WP6 | | | |

| | | | |
|----------------------------------------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| Co-develop a VRE (D6.4) | Workshop 2nd pilot network meeting: Functionalities of the Virtual lab (5.07.2022) | Pilot network meeting: training first version + evaluation of the tool (first version) | Pilot network meeting: Training second version |
| Develop and test Data Management plan (D6.5) | | | |
| WP7 | | | |
| Communication & Dissemination Plan (D7.1) | | | |
| Science-policy dialogue (Task 7.2) | e.g. Biofach workshop, TP organics | e.g. International conference on agroecology | |
| Final conference | | | Programmed for Sept for 2023, in collaboration with AE4EU |
| WP8 | | | |
| EAB | | | |
| Engage with SCAR-AE | | | |

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| Inform | |
| Consult | |
| Involve | |
| Collaborate | |



3. Process of stakeholder engagement

Finally, we provide here a more detailed description of how stakeholders are involved in ALL-Ready, along the process of developing a framework for the European network of agroecological LLs and RIs. This includes aligning the involvement of stakeholders between the different tasks and WPs of ALL-Ready. In addition, stakeholder involvement should be tuned with other running initiatives preparing the partnership. This dynamic exercise will promote synergies and avoid duplication of efforts. Workshops or surveys of WPs might be organised together because of reasons of logic and practical organization (avoiding over-consulting stakeholders). Down here, we list the different events and project activities where we involved stakeholders. For each event, we describe how we involved the different stakeholders. More details for each of these events is provided in ANNEX. As the ALL-Ready project will be progressing, this overview will grow and be elaborated.

Table 5: Overview of actual stakeholder engagement: WPs, activities and timing _ version October 2022

| | 2021 | | 2022 |
|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| | jan-jun | jul-dec | jan-jun |
| WP1 | | | |
| Key concepts: agroecology transition and role of LL and RI (D1.1) | Workshop: towards a conceptual framework for agroecological transition (26.04.2021) | | |
| Vision and mission of the future network + inclusion criteria (D1.3; D1.2) | | Workshop: Towards a mission and vision for the future network of LLs and RIs (4.10.2021) | |
| WP2 | | | |
| Framework for Mapping and analysis of agroecology and agroecology LLs and Ris (D2.1) | alignment between ALL-Ready and AE4EU mapping exercise (involve AE4EU) | | |
| Mapping agroecology initiatives (D2.2; 2.4;2.5) | | 63 interviews with NCPs in 23 European countries | follow-up online survey send to LLs, Ris, OIAs identified during interviews with NCPs |
| Mapping drivers and barriers for agroecology transition (D2.3) | | | Knowledge of drivers and barriers applied in AELLRI partnership dossier development process (by SCAR AE SWG co-chair) |
| Develop common set of KPI for the future network (D2.6) | | | |
| WP3 | | | |
| Needs and expectations of the pilot network (MS4) | Survey for detecting members of the pilot network in 13 partner countries (May-June 2021) | | |

| | | | |
|------------------------------------------------------------------------------|--|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| Pilot network co-creation activities (MS7) | | First pilot network meeting (13-14.12.2021) | Online check-in call + 2nd Pilot network meeting |
| Develop stakeholder recommendations for running future network (D3.3) | | | |
| WP4 | | | |
| Added value of future network (D4.1) | | | 21 interviews (13 with selected LL, Ris and OIAs and 8 with selected funding organisations) |
| Develop preconditions for sustainability (D4.2) | | | |
| Implementation plan (D4.3) | | | |
| WP5 | | | |
| Scoping capacity building by mapping the needs and key end users(D5.2; D5.1) | | Workshop pilot network: exploring competences, skills for transition to agroecology and to run LL/Ris (13-14.12.2021); EAB meeting 4.10.2021 | Survey for policy makers (Feb 2022): 59 respondents of 23 countries |
| Prototyping the capacity building programme | | | |
| Testing the capacity building programme (D5.3) | | | |
| WP6 | | | |
| Co-develop a VRE (D6.4) | | Workshop pilot network: building the virtual lab (13-14.12.2021) | |
| Develop and test Data Management plan (D6.5) | | | |
| WP7 | | | |
| Communication & Dissemination Plan (D7.1) | | | |
| Science-policy dialogue (Task 7.2) | | e.g GFRAS | e.g. meeting with FAO Agroecology Hub, workshop with OPTA |
| Final conference | | | |
| WP8 | | | |
| EAB | | 4.10.2021 | |
| Engage with SCAR-AE | | | |

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| Inform | |
| Consult | |
| Involve | |
| Collaborat | |



3.1 Workshop: Towards a conceptual framework for agroecological transition

- *Date/period in time*

26 April 2021, 14:00-16:00

- *Target audience*

Researchers and policy researchers involved in agroecological transition

- *Objectives*

The aim was to co-develop a conceptual framework to assess and record agroecological transition and the role of LLs and RIs within the transition. To do so, the workshop was to build and get feedback on the draft of a conceptual framework which had been drawn from a literature review and two brainstorming sessions within the consortium. Input from the stakeholders during this workshop made the framework more robust, complete and supported by the agro-ecological research community. More concretely, the aim was to validate and refine the activities, the values, the competences and the policy incentives that characterize or are necessary for agroecological transition.

- *Methodology*

Within this co-creative workshop, we consulted stakeholders to give their suggestions, ideas and feedback on a conceptual framework for agroecological transition that was written by ALL-Ready partners involved in work package 1 (first draft based on a literature review and 2 ALL-Ready brainstorm sessions).

The workshop was organized online, due to COVID-19 restrictions. After a short introduction on the ALL Ready project, objectives of the workshop and first draft of the framework, stakeholders were divided in 4 subgroups (break-out sessions) according to the 4 different themes: activities, values, competences and policy incentives characterizing agroecological transition.

Within each break-out sessions, there was enough time for stakeholders to ask their clarifying questions. In addition, they were asked to add their ideas and suggestions to the first draft using MURAL as an interactive white board for exchange.

The break-out sessions were facilitated by ALL-READY project partner ILVO, and each break out session was supported by at least 1 ALL-Ready colleague who is expert in the content. In this way, we guaranteed the monitoring of the virtual exchange on the different topics. After a short break (yoga @your desk), feedback was organized from each break-out sessions towards the plenary session and further steps were discussed. The results of this workshop were used to refine the conceptual framework and to formulate a mission and vision document that would be sent to the stakeholders.

A full report of the workshop can be found here: [ALL-Ready Workshop report - Conceptual Framework 26/04/2021 | Zenodo](#)

A more detailed overview of the agenda can be found in the annex.

- **Participants**

Participants of this workshop were researchers and scientific policy makers involved in agro-ecological transition, LLs and RIs, SCAR AE group. A full list can be found in the annex.

3.2 Workshop: Towards a mission & vision for the future network of living labs and research infrastructures

- **Date/period in time**

4 October 2021, 10:00-13:00

- **Target audience**

Task force leaders of SCAR Agroecology and external advisory board members, involved in agroecology transition related networks.

1) Objectives

The objective of the workshop was to build together with the stakeholders a (draft) mission and vision for the future network of living labs and research infrastructures (WP1). We discussed the use of the developed (inclusion) criteria for living labs and research infrastructures in the future network (WP1)

- **Methodology**

To allow stakeholders to prepare for the workshop, preparatory documents were sent out: documents D1.1 and D1.2.

The workshop was organized online, due to COVID-19 restrictions. After a plenary short introduction, the participants were divided into 3 smaller groups/sessions, in order to enhance an in-depth discussion and to gain trust and confidence between participants. Mural was used as an interactive tool to enhance online collaboration and discussion.

First, stakeholders were asked to explore and gather ideas on the mission and vision of the network of LLs and RIs during interactive brainstorm sessions within the subgroups. The potential inclusion criteria and the online tool (=a questionnaire to get a better understanding of the criteria) were explained to all participants during a short plenary session. Following, stakeholders discussed the use of the criteria in the different break-out sessions. The workshop ended with a plenary feedback on the results and how this would be used in the further process. Detailed script can be found in Annex.

- **Participants**

A full list can be found in the annex.

3.3 Mapping agroecological research infrastructures and living labs in Europe

- **Date/period in time**

November-December 2021

- *Target audience*

The Respondents (or NCPs) are the main entry point for providing an overview of the national contexts. These are professionals such as case officers in ministries, researchers, and civil society. Most, but not all, will be proficient in English. They should be considered key informants, and as such, they are expected to have in-depth knowledge on the agricultural sector in their countries, yet represent different perspectives. Key informants enable the collection of information that we can use analytically, not information that that can be generalized statistically. To the extent possible, 3 NCPs, representing policymaking, research and practice have been identified (and have consented to be interviewed) for each of the 22 countries to be mapped.

- *Objectives*

Work package 2 aims to map and analyse research infrastructures, living labs and open innovation arrangements, along with policies and funding arrangements across Europe, that are linked to agroecological transition. This is with the ambition to gain an overview of the 'landscape' and understand enablers, barriers and incentives for innovation for agroecological transition, with specific attention to:

- The innovation systems that underpin agroecology systems, such as agroecology living labs and research
- The role of societal drivers, in particular funding arrangements and regulatory frameworks

The interviews will provide input to the following WP 2 deliverables:

D.2.3 Report on drivers of agroecology transition

D.2.4 Overview of agroecology living labs and research infrastructures in Europe

D.2.5 Agroecology open Innovation: best cases across Europe

D.2.6 Towards a network of agroecology living labs

- *Methodology*

An interview guide has been designed on the basis of the characterisations and definitions of what constitutes agroecological production systems and agroecological LLs and RIs, prepared in WP1 (c.f. ALL-READY Deliverable 1.1 and 1.2 in particular). Further, the requested information for the deliverables, along with resource availability, as well as the need to avoid respondent fatigue, have been key parameters in delimiting the scope of the inquiry.

The Interview Guide: The interview guide contains (1) a series of closed questions as well as (2) a series of in-depth open-ended questions. The closed questions allow for some degree of comparison across countries. The open questions allow for elaboration of responses to the closed questions and for additional reflections. Questions are organised thematically, with closed questions being followed by open ones.

3.4 Survey for detecting members for the pilot network

- *Date/period in time*

Between 17 May-18 June 2021

- **Target audience**

LLs and RIs known by the project partners

- **Objectives**

- 1) to map/identify already existing agroecology LLs, RIs and OIAs within the partner countries;
- 2) to select forerunner members from the submitted initiatives based on a selection criterion in order to launch the pilot network and
- 3) to collect the needs and expectations of the submitted initiatives with regards to the pilot network.

- **Methodology**

Inputs were gathered from the candidate LLs and RIs between 17 May-18 June 2021 in form of the pilot network selection survey (see MS4: Needs and expectations for the pilot network defined), The results were evaluated against the selection criteria and now stored in the pilot network evaluation spreadsheet in dropbox. 16 forerunner pilot members were selected (9 LL, 5 RI, 2 LL+RI), in addition 2 external advisors (1 LL, 1 LL+RI) will support the work of pilot network. The needs and expectations of the pilot were separately analyzed and clustered into seven expectations and seven needs based on similar opinions and responses by the candidate members which is documented in *Milestone 4 - Needs and expectations for pilot network defined.*

3.5 Kick-off pilot network

- **Date/period in time**

13-14 December 2021

- **Target audience**

Representatives of LLs and RIs from the pilot network

- **Objectives**

The overall objective of the meeting was **to launch the ALL-Ready pilot network** which has been prepared since July 2021. To reach this aim, specific objectives were also pursued:

- 1) Make members familiar with the project through introductory presentations about ALL-Ready, the aims of the pilot network and the European Agroecology Partnership,
- 2) to get the members to know each other and initiate cooperation through the pilot member presentations and the match-making workshop,
- 3) to present and ask feedback from the members on already developed concepts of the project such as the inclusion criteria, vision and mission for the future network or the use of the online selection tool and
- 4) to contribute to the ongoing work of different WPs with members' expertise through the five workshops.

- **Methodology**

The following methods were used:

Validation session: this method engaged participants to work with and discuss a predefined set of topics, ideas in order to spark debate and arrive to a common understanding or set of preferences.

This method was applied only during the joint network activities workshop (related to WP3). In case of the pilot network, the predefined set of ideas were presented in relation to the expectations and needs of the pilot network, individual agroecological interests and activities and the framework for agroecological transition.

Mapping: this method involved collecting information verbally or through writing from participants on a given topic area of interest, and then recording it on an online workboard or some type of 'map' that the group can logically and visually follow and constantly can give feedback. This the primary method that was used by the workshop sessions dedicated to WP3-5-6 .

Match-making: this method helped to identify and connect (match) members, initiatives (LL/RIs) with common agroecological interests, activities, expertise, experiences, strengths which results in creating collaborative connections, themes, linkages and realizing opportunities that mutually benefit both parties. This method was applied only during the joint network activities workshop (related to WP3).

3.6 External Advisory board meeting

- **Date/period in time**

4 November 2021

- **Target audience**

EAB members (see text box above).

- **Objectives**

The meeting was organized to present the achievements of the project so far and to ask for feedback and recommendations for the further development of the project.

- **Methodology**

An online meeting was set up with the EAB members and the WP leads. The achievements of each WP were presented via powerpoint and oral feedback was gathered.

3.7 Survey to identify initiatives for interviews WP4 and best

practices

- *Date/period in time*

March – April 2022

- *Target audience*

Representatives of LLs, RIs and OIAs across Europe that were mapped in the interviews with the NCPs.

- *Objectives*

To identify activities, values and funding sources of LLs and RIs in AE transition. To have a basis for selection of LLs and RIs to interview for gathering more in-depth information.

- *Methodology*

An online questionnaire was developed and activated during.....

3.8 Survey policy makers

- *Date/period in time*

February 2022

- *Target audience*

NCP's that are policy makers and decision makers, related to the field of Agriculture of Member States, Associated countries (Bosnia & Herzegovina, Iceland, Montenegro, Norway, Serbia, Israel and Turkey) and Countries in process to association (UK, Albania, Kosovo)

- *Objectives*

The survey was developed to get feedback from policy makers and decision makers across EU about proposed (the scoped) capacity building topics and formats.

- *Methodology*

In a short survey they were asked about their perspective on the scoped capacity building items, and they were asked to prioritize their most important item from the proposed list of capacity building items. The survey was hosted via Surveylegend and included all necessary privacy measurements to guarantee the privacy of all participants.

3.9 Interviews WP4

- *Date/period in time*

April-June 2022

- *Target audience*

Selected LLs, RIs and OIAs in Europe (identified in WP2 via interviews with NCPs and via an online questionnaire)

- *Objectives*

The interviews were carried out on the one hand to collect more in-depth information about challenges, needs and expectations from the agroecological community for the future network of AE LLs and RIs. On the other hand they aim to identify the needs and expectations of funding agencies concerning the future network.

- *Methodology*

Semi-structured interviews were carried out via phone or via online communication tools.

3.10 Second pilot network meeting

- *Date/period in time*

4-5 July 2022

- *Target audience*

Representatives of the members of the pilot network

- *Objectives*

In the Pilot Network meeting the different objectives of the different WPs were addressed.

From the perspective of WP3 the pilot network the aims were fourfold:

- 4) to operationalize the collaborative themes of the pilot network by agreeing what activities/tasks are feasible to do by the end of September 2023 and to assign members to realize the tasks,
 - 5) to arrive to a priority list of tasks,
 - 6) identify agroecological research needs of the members,
 - 7) to identify gaps in current membership, what characteristics we are lacking and who should be involved as members in the network (during the next wave of applications).
- to share inspiring examples of co-creation methods and involving stakeholders,
 - to help members to find solutions to their related issues and challenges through peer-to peer support and advice.

From the perspective of WP4 the session aims were to (1) update and reflect with pilot network members on the main results of the interviews on the added value of the network and (2) to inform pilot network members on the next steps and their envisaged forthcoming involvement.

The overall objective of WP5 is to prepare and initiate a capacity building program for the future network of LL and RI supporting agroecology transition. Rolling out the capacity building program will support the transition of European agri -food systems to agroecology by promoting agroecology and LL approaches.

The objectives of the session were twofold:

- to present the main 'needs for capacity building' that we identified during the first phase (scoping of the capacity building plan),
- to co-decide with the pilot network which of these needs we further want to develop into a prototype for capacity building material (prioritization). We also wanted to discuss about the form in which we want to provide the content to the end user (training, guidelines, webinar, database, etc.).

The objective of WP6 was to understand how a virtual environment could support a European Network and what the functionalities the Virtual Lab might include.

• *Methodology*

The thematic working group discussions to operationalize the collaborative themes consisted out of a presentation of the five collaborative themes and their sub-topics followed by a discussion on the following questions:

- What are your expectations of the Thematic Working Groups?
- What do you think what is feasible to do by the end of the project? (September 2023) Identification of actions in relation to the subtopics
- Who can do this? Assign members to the actions

After this members voted and created a priority list at the venue using flipcharts.

For the learning roundtable around best practices for co-creation and involving stakeholders there was firstly a presentation of two inspiring examples from the pilot network on Best practices for co-creation and involving stakeholders followed by a Q&A. Hereafter a peer assist exercise in two groups created a discussion on the following points:

- issue, problem or challenge faced by individual members in relation to co-creation and involving stakeholders
- viable solutions found by the group members

The exercise was closed with a plenary feedback moment.

For the workshop on the needs, challenges, and benefits of a future European network the key results of the needs, challenges, and benefits of the network from the interviews and previous meetings were presented, followed by a Q& A + group feedback and discussion on the results .

The exercise on the prototyping the capacity building program consisted of:

- 1) Presentation of results of 'scoping of the capacity building plan'/ questions
- 2) Prioritisation exercise:
 - a. Content: What would be the most interesting content for capacity building material for the members in your LL/RI? Pilot network members had 3 voting sticky dots to prioritize main needs on a poster listing 'needs for capacity building'
 - b. Format: what would be the most interesting format to bring the content to the LL/RI members? Pilot network members had to draw a line from their sticky dote to a format of interest. (a list of potential formats was provided as well on the poster)

To work with the pilot network members on how a virtual environment can support a European Network and on which functionalities of the Virtual Lab need to include, a presentation was prepared followed by a group discussion:

- 1) Results of the 1st pilot network meeting
- 2) Showing the analysis, linking needs & functionalities
- 3) Initial Value proposition (first version, future versions):
 - Visualization – map, database, form, data management
 - Sharing documents - File sharing
 - Networking – Networking functionalities

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